Antecedents to the Job Satisfaction of Fashion Salesperson

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Abstract

In the fashion retail research, the role of fashion salesperson and their job satisfaction have been getting attentions. The purpose of this study was to investigate the elements affecting the job satisfaction of fashion salesperson. A hypothetical path model of job satisfaction of fashion salesperson was developed and tested. Empirical data were collected with a written survey instrument. Data were collected from 150 fashion salespersons during 2001 fall, and finally 101 responses were analyzed. As results of series of regression analysis, final job satisfaction model was identified. Job satisfaction of fashion salesperson was affected by subjective job aptitudity, salary, fashion product knowledge, fashion involvement, and work experience. Managerial implication and research limitation were discussed.

Key words : fashion salesperson, job satisfaction, job aptitudity, product knowledge, fashion involvement.

I. Introduction

CRM(customer relationship management), a contemporary marketing concept suggests that a winning company should satisfy not only its buyers but also other stakeholders such as employees, suppliers, cooperators, and the press[1]. The concept of internal marketing is closely related to CRM in the same sense. Internal marketing refers to the concept of recruiting people who are capable of being an excellent service provider, and training and motivating them to do their job[2]. Job satisfaction is known to be a crucial motivator to encourage employees to perform at their best.

Especially in fashion retail businesses, salespersons play a key role for the success of business, since fashion products have emotional properties and customers' emotion is largely affected by personal selling at the point of purchases. Actually, most of fashion products are communicated to consumers through salesperson's activities, and consumer's quality perception of products undergone his/her service, therefore the role of salesperson influences a customer's purchase decision[3].

[1] Jung-Whan Choi and You-Jae Lee, *The Dead CRM and the Alive CRM* (Seoul: KPI Publishing Co., 2001), 26.

[2] Hak-Sik Lee, *Marketing* (Seoul: Bobmunsa, 2004), 25.

[3] Sun-Hwa Kim and Young-Sun Rhee, "The influence of perceived service environments on customers' internal responses and behaviors at apparel shops in department stores," *Journal of Consumer Studies* Vol. 13, No. 3 (2002): 263-288.

Thus, it is very important for businesses to manage their salesperson strategically. Accordingly the satisfaction of fashion salesperson has gathered great amount of attention from both scholars and practitioners.

Job Satisfaction is one of the most widely studied constructs in sales force research in retail studies[4]. However, there have been few attempts to test and conceptualize the role of job satisfaction of fashion salesperson, because the field of fashion retailing has relatively short research history compared to general retailing. Recently Paulins and Geistfeld[5] investigated fashion store attributes appearing in various fashion retailing studies, and identified that salesperson factor was the most frequently used variable. Thus, fashion salesperson and their job satisfaction should get more attention from researchers of fashion studies. The purpose of this study is to investigate the elements affecting the job satisfaction of fashion salesperson and test the causal relationships among them, so that the findings would contribute to the effective employee management for fashion retailers.

Ⅱ. Review of Literature

1. Job Satisfaction

Locke defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences"[6]. He summarized that job satisfaction had been investigated as a salesperson's affective state relative to several job facets, including the supervisor, the work itself, pay, promotion opportunities, and coworkers[7]. Kim and Choi adopted Locke's definition of job satisfaction in their study for the domestic fashion retailing. They suggested that job satisfaction composed of job content satisfaction, interpersonal satisfaction including supervisor and colleagues, compensation satisfaction, and stability[8].

As discussed, while job satisfaction consists of various components, there are two approaches to measure the concept in general. A widely used approach to measure job satisfaction divides the construct into intrinsic and extrinsic satisfaction, whereas others merely consider the construct globally with no division into separate facets[9]. Intrinsic satisfaction is caused by job itself, while extrinsic satisfaction is related with other factors which are not directly related to the job performance. However, the idea dividing job satisfaction into extrinsic and intrinsic dimensions seems not effective always due to following reasons. First, extrinsic factors such as salary and interpersonal relations tend to determine job environment, so they are likely to affect job satisfaction more than intrinsic factors. The term "extrinsic" seems not to be necessary when extrinsic factors have same role and importance with intrinsic factors. Second, the concept of intrinsic job satisfaction somewhat overlaps with job aptitudity.

Jeon and Kim[10] measured job satisfaction of salesperson by global satisfaction which consi-

[4] Steven P. Brown and Robert A. Peterson, "Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects," *Journal of Marketing Research* Vol. 15, No. 2 (1993): 63-77.

[5] V. Ann Paulins and Loren V. Geistfeld, "The effect of consumer perceptions of store atrributes on apparel store preference," *Journal of Fashion Marketing and Management* Vol. 7 No. 4 (2003): 371-385.

[6] Steven P. Brown and Robert A. Peterson, *Op. cit.*, 63-77.

[7] *Ibid.*

[8] Hyeh-Jung Kim and Sun-Hyung Choi, "The effects of market orientation of apparel firms and salesperson's job performance on the job satisfaction," *Journal of the Korean Society of Clothing and Textiles* Vol. 27 No. 1 (2003): 1-8.

[9] Steven P. Brown and Robert A. Peterson, *Op. cit.*, 63-77.

[10] Kwang-Ho Jeon and Sang-Yong Kim, "The role of alternative attractiveness in the relationships among job performance, satisfaction, organizational commitment, and turnover intention," *Journal of Distribution Research* Vol 9 No. 2 (2004): 45-73.

sted of questions of perception of job achieve-ment, interest in job, general satisfaction, per-ception of job value, and perception of job ha-ppiness. The present study also adopted global approach to measure salesperson's job satis-faction. The measurement would consist of multi-items rather than single item. It contains internal and external satisfaction which are originated inside and outside of salesperson as well as general satisfaction. Psychological satisfaction and salary satisfaction are designed to represent in-ternal and external satisfaction respectively. Psy-chological satisfaction involves job and role characteristics, supervisor behavior, the relation-ship to others with whom they work, and the overall organizational structure which were su-ggested as 4 aspects of psychological climate in a organizational environment in James and James' work[11]; and pleasure induced from relationship with customer proposed by Lim and Kim[12]. Compensation satisfaction is chosen for its ex-ternal property from the measurement of Kim and Choi's work[13]. General satisfaction is consi-dered as holistic state of satisfaction including internal and external aspects.

2. Antecedents to Job Satisfaction

1) Subjective job aptitudity

Brown and Peterson[14] conducted a meta-analysis on salesperson's job satisfaction to investigate its antecedents and consequences and summarized four categories of them: (1) work outcomes, (2) individual differences, (3) role perception, and (4) supervisory behaviors and job/task charac-teristics. From their findings, role ambiguity and role conflict, the sub dimension of role per-ception were identified as affecting variables on job satisfaction. Thus, role could be understood as a significant anteceding variable to the job satisfaction. The concept of role perception is related to job aptitudity. Chung et al.[15] defined job aptitudity as "the aptitude appropriate for role performance", and they identified the posi-tive relationship between job aptitudity and job satisfaction. It is expected that job aptitudity, the variable related to role could be significant and powerful determinant of job satisfaction.

Job aptitudity can be measured by both ob-jective and subjective way. Chung et al.[16] iden-tified 6 sub-dimensions of objective job aptitu-dity: product knowledge, professionalism, involve-ment to the present profession, marketing coo-perator, customer orientation, and self manage-ment. The authors confirmed high correlations among sub dimensions, summated objective job aptitudity, and subjective job aptitudity. Thus subjective job aptitudity was chosen for this study as one of potential determinant of job satisfaction.

2) Product knowledge

Product knowledge is considered as an im-portant sub dimension of objective job aptitu-dity[17], job performance[18], or characteristics of the professional seller[19]. Every salesperson should

[11] Ginger Woodard, Nancy Cassill and David Herr, "The relation of management group structure to psychological climate and work motivation in a retail environment," *Journal of Fashion Marketing and Management* Vol. 2 No. 4 (1998): 304-317.

[12] Sun-Young Lim and Jung-Won Kim. "An analysis on the salespeople types of apparel stores in Daegu(Part 1)," *Journal of the Korean Society of Clothing and Textiles* Vol. 22 No. 3 (1998): 396-406.

[13] Hyeh-Jung Kim and Sun-Hyung Choi, *Op. cit.*, 1-8.

[14] Steven P. Brown and Robert A. Peterson, *Op. cit.*, 63-77.

[15] Ihn-Hee Chung, Kyung-Ok Park, Mi-Jeom Lee, Kyung-Sun Min, and Jin-Koo Kang, "A study on the job aptitudity of fashion salesperson," *Journal of Distribution Research* Vol. 10 No. 2 (2005): 73-97.

[16] *Ibid.*

[17] *Ibid.*

[18] Hyeh-Jung Kim and Sun-Hyung Choi, *Op. cit.*, 1-8.

[19] Ellen Diamond, *Fashion Retailing* (Albany: Delmar Publishers Inc., 1993), 359-362.

acquire necessary product knowledge to perform his/her job. They say that "without product knowledge, salesperson is not as much as a vending machine"[20]. At the core of any sales is product knowledge[21]. Fashion related necessary knowledge includes textiles, color and design theories, production procedure, trends, styling methods, and handling methods. Textile, color, design, and production procedure knowledge is more stable and continuous, while trends, styling, and handling knowledge is instable. Thus, this study focuses on those stable fashion product knowledge.

Product knowledge measure including product experience, subjective knowledge, and objective knowledge has been suggested in the previous study[22]. Product experience could be operationalized as possession of product, use experience, purchase experience, and information searching experience[23]. This approach is devised to measure product knowledge of consumer or user, which is inappropriate to measure salesperson's product knowledge who are very familiar with the products. Subjective product knowledge approach measures respondent's self-perception of his/her knowledge on the specific product. This method has its limitation in identifying actual amount of knowledge each respondent has. However this subjective measure was expected to have a better predictability for subjective job aptitudity and perceived job satisfaction. Thus, this study used subjective product knowledge as a measurement of fashion product knowledge.

3) Fashion involvement

As clothing involvement is defined as the motivated, aroused, or interested state for clothing[24], fashion involvement could be defined as the motivated, aroused, or interested state for fashion. Since fashion salesperson treats fashion products that have a fast changing product life cycle and a strong aesthetic value, his/her level of fashion involvement would be critical to the degree of job satisfaction. As Park and Moon[25] argued that product involvement tended to be positively related to product knowledge, it could be assumed that fashion involvement would positively affect product knowledge of fashion salesperson.

There are several measurements for involvement proposed in the previous studies including Zaichowsky's PII(Personal Involvement Inventory)[26] and some other fashion-specific involvement measures. In general, fashion-specific involvement measures divide it's construction into a number of dimensions. In the present study, Zaichowsky's PII was used to measure general fashion involvement of fashion salesperson.

4) Other variables

Some demographic characteristics of fashion salesperson would affect his/her job satisfaction. Female salesperson might show higher level of job satisfaction than their male counterparts do as fashion area tend to be considered as exclusively "female role"[27]. But considering fashion area is mostly dominated by female, testing predictability of fashion salesperson's sex for job satisfaction seems meaningless.

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[20] Nak-Hoon Shim, *Visual Merchandising and Display* (Seoul: Youngpoong Books, 1997), 58.

[21] Ellen Diamond, *Op. cit.*, p. 361.

[22] Chan-Wook Park and Byung-Joon Moon, "A study on the relationship between product involvement and product knowledge: Moderating role of product type and product knowledge measurement method," *Journal of Consumer Studies* Vol. 11 No. 1 (2000): 75-98.

[23] *Ibid.*

[24] Young-Sun Rhee, "Consumer's clothing involvement and external information search" (Ph. D. diss., Seoul National University, 1991), 51.

[25] Chan-Wook Park and Byung-Joon Moon, *Op. cit.*, 75-98.

[26] Judith Lynne Zaichowsky, "Measuring the involvement construct," *Journal of Consumer Research* Vol. 12 No. 3 (1985): 341-352.

[27] Jennifer Criak, *The face of fashion: Cultural studies in fashion* (London: Routledge, 1993), p. 70.

Although age and marital status also could be significant factors affecting job satisfaction, these two demographic variables were not included in the test model of the present study to avoid possible multicorreleity among age, marital status, and work experience. Multicorreleinty among these three variable was expected because older salesperson tend to be married and have a longer work experience. As Kim and Choi[28] argued that work experience would affect job satisfaction, this study hypothesizes work experience as a predicting variable for job satisfaction of salesperson. Also work experience was believed to be more important than demographic variables (age and marital status) to provide meaningful implication for practicals as well as fashion retail researchers.

Education would be another significant element explaining job satisfaction. However, most of fashion salesperson have same grade of education level, the test concerning education will be inappropriate as much as sex variable does. Salary satisfaction is important component of job satisfaction. Thus, it is logical to assume that salary would be one of determinants of job satisfaction. Specially, it seems interesting to investigate causal path through which salary influences job satisfaction. As a summary, the present study includes work experience and salary as anteceding variables to job satisfaction.

Ⅲ. Research Method

1. Hypothetical Path Model

Path analysis was employed to examine the antecedents to the job satisfaction of fashion salesperson. This methodology assumed an *ex-post facto* research design. A hypothetical path model was proposed in the first place. As discussed in the previous section, job satisfaction was hypothesized to be affected by job aptitudity, fashion product knowledge, fashion involvement, work experience, and salary. These anteceding factors had both direct and indirect

effect on the job satisfaction.

All five anteceding variables were expected to have a direct effect on the job satisfaction. At the same time, these variables were likely to have a multiple indirect effect on the job satisfaction. When salesperson had higher level of fashion involvement, they were more likely to have product knowledge because of their interest in products. Also, salesperson's fashion involvement was expected to have a positive effect on the job aptitudity. When a salesperson had a longer work experience, his/her product knowledge could have been accumulated along with salary. Thus work experience was expected to have a positive influence on both product knowledge and salary. In addition, cumulated work experience should increase a salesperson's perception of job aptitudity. Product knowledge was a critical component in job performance of salesperson. Thus, product knowledge is expected to increase a salesperson's salary and perception of job aptitudity. A good salary was expected to contribute to the salesperson's positive perception of job aptitudity as he/she would attribute a good compensation to his/her fitness to the job. All of these hypothesized relations were summarized as a path model as seen in ⟨Fig. 1⟩.

2. Measuring Instrument

A survey instrument was developed for data collection. It was composed of measurements for job satisfaction (3 items), subjective job aptitudity(5 items), fashion product knowledge(4 items), fashion involvement(20 items), and demographics/job statistics(9 items) including salary and work experience.

Job satisfaction was measured by three items of psychological satisfaction, compensation satisfaction, and general satisfaction. Six point scales were used and coded from 1 to 7 except 4 as neutral score(1: strongly disagree, 2: disagree, 3: somewhat disagree, 5: somewhat agree, 6: agree, 7: strongly agree). The reason of using 6 point scale instead of odd number scale such as 5 or

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[28] Hyeh-Jung Kim and Sun-Hyung Choi, *Op. cit.*, 1-8.

JS: job satisfaction, SA: subjective job aptitudity, SL: salary, PK: product knowledge,
FI: fashion involvement, WE: work experience
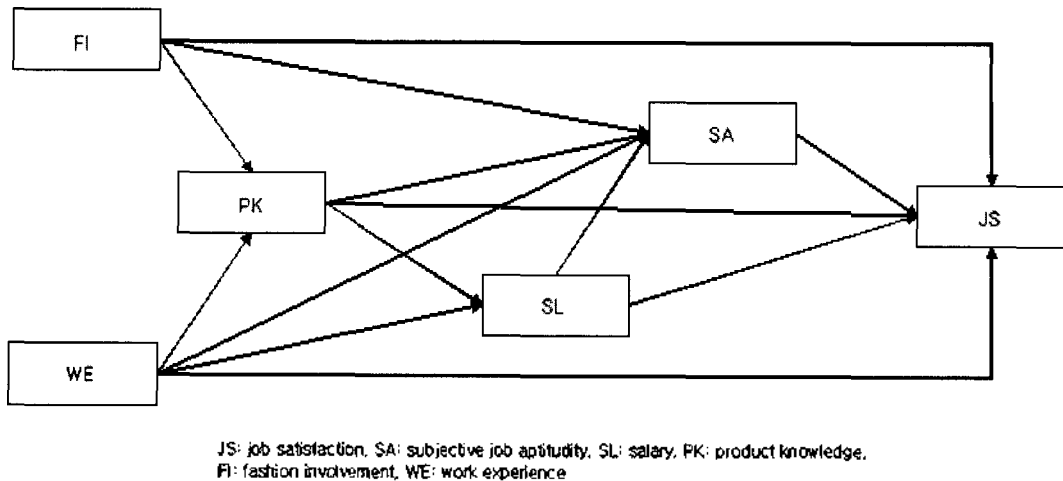
〈Fig. 1〉 Hypothetical path model on job satisfaction of fashion salesperson.

7 point was to avoid center response tendency concerning that salesperson who participate in the study during the work time might choose neutral answers at the center of the scale indifferently to reduce time and effort for the study.

Subjective job aptitudity was measured by 5 items of experty, superiority, capability, customer understanding, and contribution to the firm with 6 point scale respectively. Fashion product knowledge was measured by subjective perception of his/her possession of product knowledge. Four items of product knowledge measurement were used for textiles, color and design, production procedure, and general product knowledge. Six point scales were used as above measurements. Zaichkowsky's PII[29](20 items) was adopted to measure fashion involvement. Five point scales were used for this measurement.

3. Data Collection and Analysis

Data were collected from salesperson at fashion retail stores in fall 2001 using a questionnaire. Convenient sampling methods was used due to the difficulty in locating sampling frame and recruiting salesperson during the work time. Three trained interviewers visited fashion stores in Seoul and Gyeongbuk area and asked sales-

people working at the store to participated in the study. 150 salespersons agreed to participate in the study and completed the survey at the store. 49 responses were excluded from analysis because of their incompleteness. Analysis of collected data was conducted using SPSSWIN 10.0. Descriptive statistics and Regression analysis were conducted.

4. Sample Characteristics

The sample characteristics of this study was reported in 〈Table 1〉. The sample was dominated by female(85.1%) and single respondents (81.2%). The age range of respondents was from 18 to 42, and 64.3% were high school graduates. The 68.3% of responding salesperson reported their monthly salary is less than 1,500,000 won. 30.7% of respondents had less than 1 year work experience, 20.8% had 1~2 years, 14.9% had 2~4 years, 5.9% had 4~6 years, and 18.8% had more than 6 years of work experience. Most of respondents had 1~2 times of job changes.

IV. Results and Discussion

1. Descriptive Statistics of Variables
〈Table 2〉 showed the result of job satisfac-

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[29] Judith Lynne Zaichowsky, *Op. cit.*, 341-352.

〈Table 1〉 Sample Characteristics

Variable	Frequency (%)					
Residing Area	Seoul			Gyeongbuk		
	49 (48.5%)			52 (51.5%)		
Sex	Male			Female		
	15 (14.9%)			86 (85.1%)		
Age	18~22		23~26		27 and higher	
	35 (34.7%)		34 (33.6%)		32 (31.7%)	
	Mean 25.64					
Marital Status	Single			Married		
	82 (81.2%)			19 (18.8%)		
Education	High School Graduate	Profession School Graduate	Fashion Related College/University Graduate	Non-Fashion College/University Graduate	Higher than Graduate School	N/A
	29 (28.7%)	36 (35.6%)	10 (9.9%)	24 (23.8%)	0 (0%)	2 (2.0%)
Monthly Salary	Less than 100*	100~150	150~200	200~250	250~300	More than 300	N/A
	32 (31.7%)	37 (36.6%)	11 (10.9%)	1 (1.0%)	5 (5.0%)	8 (7.9%)	7 (6.9%)
Work Experience	Less than 1 year	1~2 year	2~4 year	4~6 year	More than 6 year	N/A
	31 (30.7%)	21 (20.8%)	15 (14.9%)	6 (5.9%)	19 (18.8%)	9 (8.9%)
Recruited Channel	School/ College	Head Hunting	Internet Post	Personal Contact	Others	N/A
	1 (1.0%)	3 (3.0%)	4 (4.0%)	40 (39.6%)	44 (43.6%)	9(8.9%)
Turn-over	0	1~2	3~4	5~6	More than 7	N/A
	26 (25.7%)	38 (37.6%)	19 (18.8%)	5 (5.0%)	4 (4.0%)	9(8.9%)

* 10,000 Korean Won.

〈Table 2〉 Description of Job Satisfaction

Items	Mean (S.D.)	Reliability(α)
I am psychologically satisfied with my job.	5.46(1.28)	
I am satisfied with my current salary.	4.77(1.47)	.79
In general I am satisfied with my job.	5.50(1.03)	
Summated Score	15.71(3.20)	

tion measure analysis. The Cronbach's alpha for the variable was .79, which showed a satisfactory reliability. The possible range of summated score for the variable was from 3 to 21, and the middle point was 12. The sample score of summated job satisfaction was 15.71, which meant the respondents of this study had medium to high job satisfaction. When psychological satis-

faction and compensation satisfaction were compared, psychological satisfaction was higher than compensation satisfaction. And the standard deviation of compensation satisfaction was 1.47, and it was higher than the other two items' standard deviations. As well known, fashion salesperson's salary ranges broad (in this study, monthly salary ranged from less than 1,000,000 won to more than 3,000,000 won), and this fact was reflected in the scattered satisfaction regarding to the salary. As psychological satisfaction was closer to the general satisfaction, it seems that psychological satisfaction was more important factor to determine the general job satisfaction than compensation satisfaction was.

The descriptive analysis result of five items of subjective job aptitudity variable reported in ⟨Table 3⟩. Cronbach's alpha for the variable was .94, which meant the measurement was highly reliable. The possible range of the summated score was from 5 to 35 with middle score 20. The score of the sample was 25.97, which showed the sampled respondents thought they

fitted to the job but not that much.

Four item measures of fashion product knowledge also showed a satisfactory reliability of .89 in ⟨Table 4⟩. Product knowledge score ranged from 4 to 28 with the middle score of 16. The observed score of summated product knowledge was 19.05, which could be interpreted that respondents perceived they have a good product knowledge. When analyzing specific item of product knowledge, knowledge about production procedure was not well understood by fashion salesperson.

As reported in ⟨Table 5⟩, 20 items of Zaichkowsky's PII showed a high relaibility of .94. The summated fashion involvement score of 86.98 indicated that respondents of this study had high fashion involvement, as the score was very close to the highest possible score of 100 of the scale.

As work experience and monthly salary variables were measured by categorical scale, they had to be recoded into quantitative data for the regression analysis. For work experience, less

⟨Table 3⟩ Description of Subjective Job Aptitudity

Items	Mean (S.D.)	Reliability(α)
I think myself have an expertise in fashion sales.	5.21(1.33)	
I am an excellent fashion salesperson.	5.02(1.33)	
My capability as a fashion salesperson is superior.	5.11(1.35)	.94
I am a fashion salesperson who understand customers very well.	5.27(1.29)	
My contribution to the store as a sales employee is considerable.	5.25(1.31)	
Summated Score	25.97(5.85)	

⟨Table 4⟩ Description of Fashion Product Knowledge

Items	Mean (S.D.)	Reliability(α)
I know very well about textiles.	4.43(1.57)	
I am well aware of production procedure of fashion products.	3.97(1.73)	.89
I am knowledgeable of design and color.	5.32(1.21)	
I can confidently answer for any product related question.	5.42(1.27)	
Summated Score	19.05(5.05)	

⟨**Table 5**⟩ Description of Fashion Involvement

Items (on fashion······)			Mean(S.D.)	Reliability(α)
unimportant	_:_:_:_:_:_:_	important	4.66(.517)	
of no concern	_:_:_:_:_:_:_	of concern to me	4.66(.515)	
irrelevant	_:_:_:_:_:_:_	relevant	4.53(.774)	
means nothing to me	_:_:_:_:_:_:_	means a lot to me	4.43(.766)	
useless	_:_:_:_:_:_:_	useful	4.52(.610)	
worthless	_:_:_:_:_:_:_	valuable	4.44(.590)	
trivial	_:_:_:_:_:_:_	fundamental	4.09(.801)	
not beneficial	_:_:_:_:_:_:_	beneficial	4.22(.701)	
doesn't matter	_:_:_:_:_:_:_	matters to me	4.48(.689)	
uninterested	_:_:_:_:_:_:_	interested	4.38(.691)	.94
insignificant	_:_:_:_:_:_:_	significant	4.22(.756)	
superfluous	_:_:_:_:_:_:_	vital	4.27(.723)	
boring	_:_:_:_:_:_:_	interesting	4.30(.656)	
unexciting	_:_:_:_:_:_:_	exciting	4.07(.765)	
unappealing	_:_:_:_:_:_:_	appealing	4.16(.758)	
mundane	_:_:_:_:_:_:_	fascinating	4.12(.697)	
nonessential	_:_:_:_:_:_:_	essential	4.25(.727)	
undesirable	_:_:_:_:_:_:_	desirable	4.04(.692)	
unwanted	_:_:_:_:_:_:_	wanted	4.33(.680)	
not needed	_:_:_:_:_:_:_	needed	4.37(.689)	
Summated Score			86.98(9.442)	

than 1 year was recoded into 0.5(year), 1~2 year was into 1.5(year), 2~4 year into 3(year), 4~6 year into 5(year), and more than 6 year into 7(year). Monthly salary less than 1,000,000 won was recoded into 750,000 won, 1,000,000~1,500,000 won into 1,250,000 won, 1,50,000~2,000,000 won into 1,750,000 won, 2,000,000~2,500,000 won into 2,250,000 won, 2,500,000~3,000,000 won into 2,750,000 won, and more than 3,000,000 won into 3,250,000 won. The mean score and standard deviation for these variables were reported in ⟨Table 6⟩.

2. Testing Hypothetical Path Model

A series of regression analyses were conduc-

⟨**Table 6**⟩ Description of Job Experience and Salary

Items	Mean (S.D.)
Work Experience	2.77 (2.49)
Monthly Salary	122.67*(51.97)

* 10,000 Korean Won.

ted to test the hypothetical relations in the proposed model. The results of regression analyses were reported from ⟨Table 7⟩ to Table 10. A regression analysis using fashion product knowledge as dependent variable and fashion involvement and work experience as independent va-

⟨Table 7⟩ Regression on Fashion Product Knowledge

	Unstandardized Coefficient		Standardized Coefficient	t	p	F (p)	Adjusted R^2
	b	S.D.	Beta				
(Constant)	4.774	4.696	-	1.017	.312	9.854 (.000)	.169
Fashion Involvement	0.147	0.154	0.268	2.720	.008		
Work Experience	0.623	0.198	0.310	3.145	.002		

riables confirmed that both independent variables were significant predictor of fashion product knowledge.

Second regression analysis modeling for dependent variable of monthly salary with two independent variables of fashion product knowledge and work experience was tested. The result supported that both fashion product knowledge and work experience had significant positive effects on the salary.

However, a regression analysis for the dependent variable of subjective job aptitudity with predicting variables of salary, fashion product knowledge, fashion involvement, and work experience revealed that only salary and fashion product knowledge had significant relations with subjective job aptitudity. Fashion involvement and work experience were not found to have direct effect on job aptitudity. In other words, fashion involvement and work experience only had indirect effect on job aptitudity through fashion product knowledge and salary.

⟨Table 10⟩ reported the result of regression analysis for the dependent variable of job satisfaction with all anteceding variables including subjective job aptitudity, salary, fashion product knowledge, fashion involvement, and

work experi-ence. The result indicated that subjective job aptitudity, salary, and fashion involvement had direct effects on job satisfaction, which meant that the more a salesperson perceived himself/ herself job-aptitudible, earned high salary, and had high fashion involvement, the more he/she was likely to be satisfied with the current job. On the other hand, fashion product knowledge and work experience did not have direct effects on job satisfaction but had indirect effects through subjective job aptitudity and salary respectively.

3. Revised Path Model

As results of a series of regression, final job satisfaction model was identified as seen in ⟨Fig. 2⟩. Job satisfaction of fashion salesperson was affected by subjective job aptitudity, salary and fashion involvement directly, and thereby when the values of these variables were high, job satisfaction also was high. Salary affected job satisfaction via subjective job aptitudity. As salespersons earned more salary, they perceived their job aptitudity better, and were more satisfied with their job. Product knowledge affected job satisfaction indirectly through salary and subjective job aptitudity. Product knowledge

⟨Table 8⟩ Regression on Salary

	Unstandardized Coefficient		Standardized Coefficient	t	p	F (p)	Adjusted R^2
	b	S.D.	Beta				
(Constant)	49.752	15.342	-	3.243	.002	51.490 (.000)	.555
Fashion Product Knowledge	1.919	0.804	0.180	2.386	.019		
Work Experience	16.360	1.768	0.698	9.253	.000		

〈**Table 9**〉 Regression on Subjective Job Aptitudity

	Unstandardized Coefficient		Standardized Coefficient	t	p	F (p)	Adjusted R^2
	b	S.D.	Beta				
(Constant)	7.807	4.430	-	1.762	.082		
Salary	0.040	0.014	0.396	2.922	.005		
Fashion Product Knowledge	0.549	0.102	0.503	5.358	.000	14.800 (.000)	.418
Fashion Involvement	0.046	0.052	0.080	0.879	.382		
Work Experience	−0.523	0.313	−0.219	−1.672	.099		
Final Analysis							
(Constant)	11.279	1.903	-	5.929	.000		
Salary	0.024	0.009	0.232	2.627	.010	30.344 (.000)	.417
Fashion Product Knowledge	0.608	0.098	0.548	6.194	.000		

〈**Table 10**〉 Regression on Job Satisfaction

	Unstandardized Coefficient		Standardized Coefficient	t	p	F (p)	Adjusted R^2
	b	S.D.	Beta				
(Constant)	1.652	2.227		0.742	.461		
Subjective Job Aptitudity	0.171	0.058	0.336	2.969	.004		
Salary	0.017	0.007	0.345	2.486	.015	13.861 (.000)	.455
Fashion Product Knowledge	0.077	0.060	0.138	1.288	.202		
Fashion Involvement	0.075	0.026	0.256	2.903	.005		
Work Experience	−0.227	0.157	−0.187	−1.448	.152		
Final analysis							
(Constant)	0.094	2.131		0.044	.965		
Subjective Job Aptitudity	0.236	0.048	.448	4.946	.000	27.271 (.000)	.493
Salary	0.010	0.005	.187	2.144	.035		
Fashion Involvement	0.095	0.025	.314	3.767	.000		

increased both salary and subjective job aptitudity. Fashion involvement affected job satisfaction directly and indirectly. Salespersons whose fashion involvement were high had much knowledge on fashion product. Work experience had a positive causal effect on product know-
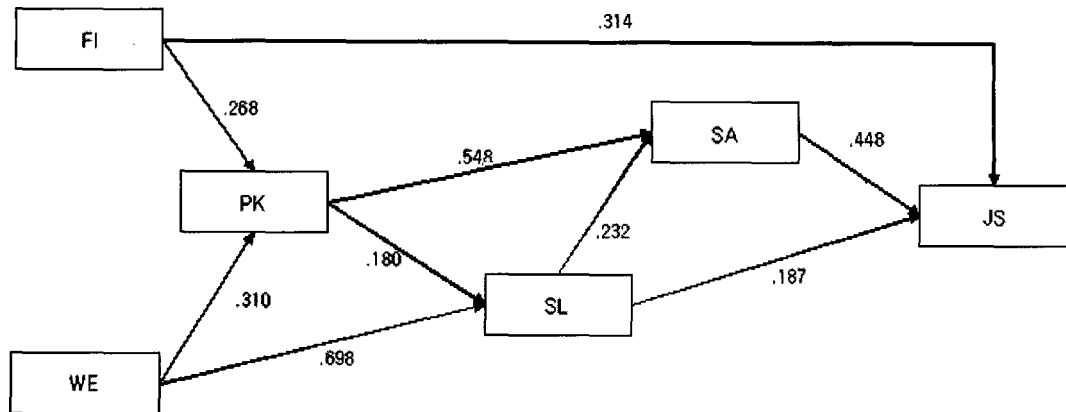
JS: job satisfaction, SA: subjective job aptitudity, SL: salary, PK: product knowledge,
FI: fashion involvement, WE: work experience

⟨Fig. 2⟩ Revised path model on job satisfaction of fashion salesperson.

ledge and salary, and indirectly affected job satisfaction.

V. Conclusion

This study was conducted to identify the antecedent factors affecting the job satisfaction of fashion salesperson. A hypothetical model was developed based on the literature review. Subjective job aptitudity, fashion product knowledge, fashion involvement, work experience and salary were selected as explaining variables of fashion salesperson's job satisfaction. A written instrument was developed and surveyed to 150 fashion salespersons. After eliminating incomplete questionnaires, 101 responses were used for analysis.

As results of a series of regression, the proposed model was revised to reflect statistically meaningful relations among variables. Fashion salesperson's job satisfaction was directly affected by subjective job aptitudity, salary and fashion involvement. And all of selected variables affected job satisfaction through multiple indirect paths. Final path model showed several causal paths from fashion involvement, work experience, fashion product knowledge, salary and subjective job aptitudity to job satisfaction

of fashion salesperson.

On the basis of research findings, this study proposed several suggestions for fashion retailers. Work experience didn't affect job satisfaction directly. It was mediated by several paths combined with product knowledge, salary and subjective job aptitudity. When product knowledge was high, salary and subjective job aptitudity were also high. Product knowledge could be considered very important factor determining job satisfaction as well as job aptitudity, job performance, and/or job ability. Therefore, fashion retailers should pour their own efforts to increase salesperson's product knowledge through their employee training courses.

It was an interesting result that the direct causal relation of fashion involvement to job satisfaction was detected, but not to subjective job aptitudity. A salesperson who was highly involved in fashion could enjoy and be satisfied with his/her own job. However, fashion involvement did not affect subjective job aptitudity directly. Thus it was presumed that the significant relationship between job aptitudity and fashion involvement which had been identified in the research of Chung et al.[30] was not a causal rela-

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[30] Ihn-Hee Chung, Kyung-Ok Park, Mi-Jeom Lee, Kyung-Sun Min, and Jin-Koo Kang, *Op. cit.*, 73-97.

tionship. Fashion retailers have to motivate their employees to increase product knowledge for the confidence in their job performance and a satisfactory work life.

Consequently, it seemed that the essential elements for job satisfaction was a mental attitude of employees. The findings of this study gave a rich insight for human resource management to fashion retailing companies from internal CRM perspectives. This study investigated job satisfaction and related elements that were specific to fashion salesperson. This specificity of research domain had both strength and weakness. While job satisfaction of fashion salesperson could be explored profoundly, the generalizability of findings should be examined in other job settings.

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